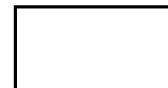


D R A F T

STATINTL

PERSONNEL



UNIFORM PROMOTION SYSTEM

1. Many of the personnel policies of the Agency have been and are being carefully reexamined. One of the conclusions to come out of these studies is that employees and the Agency will benefit from the adoption of a more uniform promotion system throughout the Agency. The adoption of such a system will increase employee awareness of promotion opportunities and will ensure more promotion headroom by implementing existing Agency regulations concerning marginal performers. It is recognized that each Career Service has unique characteristics and problems which require consideration. Modifications of the Agency's promotion system will allow recognition of that uniqueness by the use of more expanded statements of promotion criteria for each Career Service.

2. Actions have already been taken to incorporate new features in the Agency's promotion system to permit implementation beginning 1 October 1978. These changes will include the following:

a. A minimum annual target for promotion of qualified people for each grade will be established and published by each Career Service. The Office of Personnel will work with each Career Service in establishing promotion targets. Such targets will provide reasonable "flow-through" opportunities and year-to-year consistency of promotion opportunities.

b. Promotion rates will be sustained for the most part through normal attrition, but additionally it will be necessary to aggressively apply the current separation regulation [] subsequent to identifying the bottom three percent of employees competitively ranked each year. The bottom three percent is not simply determined by ranking, but also by an absolute determination of the employee's value and potential as assessed by evaluation panels. As a further protection to the employee identified in this process, the Career Services will establish independent panels to review each case on its merit and present findings to the Head of the Career Service.

STATINTL

c. The common criteria for promotion in all Career Services are presently set forth [] The Career Services are to carefully consider [] with a view to adding specific criteria as applicable to their particular Career Service or Subgroups. These specific criteria will be published and made available to further the employee's understanding of how selection for promotion is achieved and how to become qualified for promotion.

STATINTL

ATINTL

d. All Career Services will use an evaluation panel system to determine promotion eligibility. Rankings and recommendations for promotion made by an evaluation panel can only be changed by the Director.

e. A uniform promotion schedule for all Career Services (i.e., all GS-09's will be promoted in the same month, etc.) will be established and published. The Office of Personnel will work with the Heads of the Career Services in establishing a schedule for each grade.

f. Lists of those promoted will be published and available to all employees.

FRANK C. CARLUCCI
Deputy Director

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